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14 FEB 1958

MEMORANDUM FOR: Chairman, Task Force 16

SUBJECT: Comments on Methods by Which Consultants' Objectives Might be Achieved.

1. The members of Task Force 16 concerned with Map Library and FDD recommendations have agreed that the following statement summarizes the objective of the consultants:

"To establish a central reference service that could attack the entire reference problem in a dynamic manner and develop a rational program for the development of the reference system."

2. Basically in so far as Map Library and FDD are concerned, there are many ways in which this could be done. The three (3) fundamental ones, with possible variations, are:

- a. Transfer Map Library and FDD to OCR;
- b. Transfer or assign parts of Map Library and FDD to OCR;
- c. Charge the reference service unit of OCR with the function of continuous dynamic usage of all available facilities. (CIA Library, OM, BR, RI, IR, JA, Map Library, FDD, outside sources, analysts, collections etc.)

3. In the discussion of each that follows it is generally assumed that maximum benefits would accrue if the units involved were physically adjacent to each other. Regardless of the action that is taken, locational contiguity would, of itself, go a long way towards achieving the desired objective.

4. "a. Transfer Map Library and FDD to OCR." Such a transfer, while one way of achieving the objective fails to take into account the over-all activities of these two units. It would subordinate the major functions of these components to their minor functions. FDD's main function, for example, is the collection of intelligence from written foreign language sources and the production of reports based thereon. The term, collection by document exploitation, is correctly used since reports are based on the selective utilization of foreign documentary information which will fulfill the IAC requirements that have been levied. Less than 30 per cent of FDD's workload is translation work, and more and more of this is currently being

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15 FEB 1958

done by outside contract through the Joint Publications Research Service. (See Tab A, OSI commendation.) FPD's exploitation can be compared to the collection effort performed by FBID where they monitor 5,000,000 foreign broadcast words per day, select about 2250,000 of this 5 million for transmission to headquarters and this is used to prepare reports in answer to IAC requirements. Thus it becomes apparent that FPD's mission is basically one of collection as is FBID's. As pointed out in the Clark Committee report and the Inspector General's report, they are properly placed in 25X1A2g Similarly, [redacted] has pointed out in his Working Paper #1, dated 3 January 1958, that the Map Library devotes "some 85 per cent of the actual manpower activity of the Map Library (non-reference activity) is thus not covered by an objective (central reference service) used by the consultants to recommend transfer."

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In summary, this alternative would in effect have the tail wagging the dog with OCR, fundamentally a reference office, assuming control of collection and research activities that represent the major portion of FPD and Map Library work.

5. "b. Transfer or assign parts of Map Library and/or FPD to OCR." This alternative would require detail study of each segment and component of these two operations with all the involved complexities. For example, such elements as FPD's "Document Exploitation Index" are utilized more as an operational tool within FPD in its normal operations than as a reference service. The same can be said of map collections being utilized more by geographers than others. Separations would be intricate and hazardous to operations.

However, operational and reference services could be performed by these units if they were to be physically adjacent to OCR and their present organizational parent. Reassignment to OCR would not be of material help and would instead give administrative control to the minority user and create additional problems for collectors and researchers.

6. "c. Charge the reference services unit (perhaps a new, separate division) of OCR with the function of continuous dynamic usage of all available facilities. (CIA Library, OR, IS, ER, RI, SR, Map Library, FPD, outside sources, analysts, collectors, etc.)"

In reviewing this alternative the consultants' objective, as interpreted by this Task Force, could be accomplished. It should be pointed out, however, that this is not as simple as it may sound. It involves a high policy determination as to the extent of the reference service that is to be provided. It also brings up the question, of once having determined the extent of the service, who is going to do it and how? For instance, are the reference personnel to actually search all facilities, if not,

which ones, etc? Are reports to be written, bibliographies prepared, documents furnished or the researchers given advice and directions? All of these difficulties are not insurmountable and in any case should be resolved. It may well be that the consultants' recommendation, which from their librarians' point of view, would be a cure-all, was largely based on their failure to perceive an over-all reference service policy.

7. The implementation of the alternative discussed in paragraph 6 above, together with physical adjacency of OCR, Map Library, FDD, (and perhaps others, RI?) would have the desired result as stated in paragraph 1. It would also achieve the end of having overt source collection concentrated in GO, and map activities rest with related geographic research functions of OCR where they logically belong when the entire DD/I structure is examined.

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Chief, F & C Staff  
Office of Operations

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TAB A

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31 January 1958

MEMORANDUM FOR: Chief, Foreign Documents Division/00

FROM: Chief, Nuclear Energy Division/51

SUBJECT: Commendation for [REDACTED]

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1. On 6 December 1957 this office requested support from FDD in preparing material for exploitation by means of external contract arrangements.

2. The FDD support involved the preparation of an extensive bibliography of open Soviet technical literature concerning design, development and production of industrial compressors.

25X1A9a 3. The bibliography has been received and [REDACTED] is to be commended for the thorough and careful effort which the document reflects, particularly in view of the brief time he had to complete the project.

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[REDACTED]